

The background of the entire page is a stylized American flag with red and white wavy stripes and a blue field with white stars. In the top left corner, there is a small, rectangular, light-colored label with some faint, illegible text.

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CONCORD, NH

CITY OF CONCORD

2003 ANNUAL REPORT



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MAYOR'S MESSAGE
2002 Inaugural Remarks

I begin my message by summarizing the major themes of my mayoral campaign, because, for me, these themes provide the umbrella under which I will approach the job of Mayor during the next two years.

1. First, Concord is a very livable city. Every chance I have, I try to remind people that Concord is a great place to live, a great place to work, and a great place to raise a family. We need to understand all of the many ingredients that make this so and we need to pledge that this does not change.

One of these ingredients is the superior level of municipal services we offer our residents. That is due in large part to the dedication and hard work of our many city employees. To each and every one of the employees of the city, I extend a hearty "Thank You" for the job that you do so well. All of the people of our city appreciate it.

2. Second, Concord has a sound approach to local government. We need to continue to be guided by the two general policies that have been the linchpin of the Mayor and City Council for the past 10 years: (1) prudent fiscal management; and (2) well planned economic development.

Prudent Fiscal Management, to me means a strong city balance sheet; modest increases in the property tax rate, like 3% or less in prosperous times and nothing in difficult times; and continued wise investments in our basic infrastructure of streets, utilities, public facilities and essential services.

Our economic development, efforts must be guided by three principals: (1) the creation of well paying jobs, jobs that allow workers to support a family with a decent salary and benefits, (2) sound planning, in accordance with the principles of the 20/20 Vision; and (3) enhancement of our quality of life as a community, our role as the State Capitol, and of our position as a key economic center within a prosperous, growing region located between Boston and NH's Lakes Region.

Now to move away from generalities, I believe there are some specific things we should strive for in the next two years.

Downtown. Our Downtown is the heart of our City. It provides the image by which many people judge Concord. Yet, the Downtown has not had a major public investment in almost twenty years.

We are fortunate to have a committed group of persons who have a stake in the downtown working to become part of the Main Street Program. We must continue to support their efforts.

Sears Block. We must move forward with the redevelopment of the Sears Block Site, but, as we do so, we must proceed carefully.

1. If we move forward with the demolition without a developer on board, we must be wary of creating an interim use, which ends up becoming permanent. That is the destruction of almost a block of our urban Main Street building façade and replacement with a surface parking lot. As we move forward with demolition, I believe we should explore the feasibility of preserving the building facades. Some other cities do such things.
2. In our requests for development proposals, we must be sure that we end up with a signature building on the site.
3. Lastly, we need a back-up plan as "Plan B," in the event that we cannot find a developer who will get a commercial building underway during 2002 or 2003. Maybe we just wait, as the previous developer wanted us to do, or in such a circumstance, perhaps we should review whether the site could, along with a parking garage, be the location for a new public library or some other cultural facility or perhaps the State could be enticed to locate a capital-related office building there.

Other things we must focus on in the next two years related to the downtown area are (1) positioning ourselves for the redevelopment of the Stickney Avenue State Garage Site once the State moves; (2) doing everything possible to encourage and assist the NH Historical Society in its vision for an enlarged museum development; and (3) beginning to plan the specifics of the redevelopment of the remaining portions of the North Opportunity Corridor.

Opportunity Corridor. Almost everyone agrees that we must focus on redeveloping the entire Opportunity Corridor. Historian Stephen Winship's December 13, 2001 column in the Concord Monitor described the Opportunity Corridor at the beginning of the last century. 54 trains arriving and departing in Concord daily and 1100 employees in the rail yards. An annual payroll worth almost \$18 million today, 37 miles of railroad tract next to the Merrimack River, 22,000 rail cars passing through Concord each month, 105 tons of steel and 250 tons of coal consumed each month.

I wonder what vision City leaders had 100 years ago? Did they think that the rail era would continue forever as the City's economic base? If they had visionary exercise, would they have foreseen the tremendous growth of government and services, which now dominate our economy? Would they have foreseen in less than 60 years, the demise of the rail industry, the dominance of the auto and the replacement of the rail corridor with the Interstate Highway Corridor.

As we begin the 21st Century, we must do our best to look ahead and plan what comes next. As Vision 20/20 suggests, we want public and private investments that have staying power. Investments that will be there at the end of this Century, as opposed to short term profit ventures in land development. We do not necessarily have to grab the first development proposals to come along, if they are not the right ones. Rome was not built in a day, nor should the Opportunity Corridor be redeveloped in a day.

I-93. Transportation has dominated the development of the Opportunity Corridor, first the Merrimack River as the primary transportation for early settlers, then the railroads

and now Interstate 93. What happens in the future with I-93 will greatly affect the Opportunity Corridor and the daily lives of many city residents.

This year the New Hampshire Department of Transportation will commence its planning studies for the future of I-93, building on the base of information resulting from the Vision 20/20 work. These studies will resolve important questions such as the future width of the highway, intersection configurations, whether a Route 106 connection is feasible and the possibility of new intersections. Department of Transportation Commissioner Carol Murray is committed to a planning process that incorporates local participation from the beginning. Commissioner Murray has assured us that Concord will be well represented on the task force which will be formed later in the year to guide the I-93 Planning Studies.

South End Railyards. Rightfully so, the South End Opportunity Corridor received a lot of public attention this past year. Its environmental attractions, its historic buildings and its underutilized land and buildings epitomize the word "opportunity". Assuming the denial of the Richmond Company proposal is sustained, we need to move ahead to refine our community vision for this area. I propose that we request Vision 20/20 to elevate its mission to the next level by taking the lead and working with the property owners, the neighborhoods and business environmental and historic preservation interests to develop a specific plan for redevelopment of the railyards and the adjacent Blue Cross/Blue Shield site.

Loudon Road/Heights. In order to correct the mistakes of the past and begin to improve the livability of the neighborhoods on the Heights, where about 1/5 of our residents live, we must give the implementation of the recently approved Loudon Road corridor study a high priority. This will not be an easy task, and more public education will be needed. But, simply put, moving forward with this is the right thing to do. It will not be inexpensive. As Mayor, I will work with our administration to explore with our Congressional Delegation every possible means of finding outside funding sources to accomplish this.

Continuing the evolution of our 20/20 Vision. During the past two years our community spent much energy in developing a vision of the future, the 20/20 vision. As a city, we need to elevate the aspirations of the 20/20 Vision to the next level of planning and implementation. This will require several steps; first, we must ask the Planning Board to assign a high priority to updating the master plan and we must provide the board with the funding necessary to do that. If we do that, there is no reason why the master plan cannot be updated by the end of 2003.

Second, the 20/20 report recommends that we research and determine the viability of a redevelopment authority or similar organization and implement one if feasible. This must be carefully thought out. I have asked the Chamber of Commerce to spearhead the review effort, and I am hopeful that the Chamber will soon accept this task.

The path to two other steps towards evolving the 20/20 Vision remain somewhat unclear to me at this time. First, we need to create implementation plans for each of the key areas of the Opportunity Corridor. These must be "Road Maps" which show us exactly how we get from what is there now to what the vision foresees.

Second, the 20/20 Vision is mostly a plan for the physical landscape of our community, but we also need a Strategic Plan for our long range Economic Development. The 20/20 Report recognizes this in its call for developing an Economic Development Strategy. We must define our future role as an economic entity, both as a State Capitol and as a key economic center located at the intersection of two Interstate Highways at the northern edge of the economical vigorous Boston metropolis. How will the State Capitol evolve after Office Parks East and West are filled up? What is the long-range future of our medical center in the region? Can we attract a four-year educational institution here? How important is our municipal airport in the region? Should we develop a trade show center? These and many other questions need to be answered through what I call "Strategic Planning".

One of the things I have realized in the past four months is the high level of energy that several groups have, all focused in the same general direction, which is towards planning for and promoting our economic prosperity. But, as we talk about accomplishing our general aspirations, it is unclear which roles are best suited to which organization.

To sort this all out, before spring, and if I have the support of this city council, I will call a summit conference on Economic Development to which representatives of all groups will be invited: the Economic Development Advisory Committee; the Chamber of Commerce; the Main Street Program; the Planning Board; Capital Region Development Corporation; the Tannery Redevelopment Committee; Concord Business Group; Vision 20/20; Groundworks; city administration and organized neighborhood groups. The basic objective of the summit will be to coordinate and to organize so as to avoid duplicate efforts by defining the roles that each organization can best play as we try to move forward in accomplishing our economic development objectives as a community.

Other Priorities. Moving away from economic development, I will wind up these remarks by identifying six other objectives, which we should strive for in the next two years.

1. Service Level Reviews. We must continue to provide high quality municipal services. With half of the City Council new, the review of the forthcoming 2003 city budget will be a daunting task. I ask the new City Councilors to make an effort to learn as much about existing city services as possible in the next four months. To help with this, I will be making a specific proposal to resume and complete the service level reviews, which began two years ago.
2. Recycling. As a Capitol City and as a city, which many in the State view as a model of good government, our record on recycling is dismal. I would like to see the Solid Waste Advisory Committee report out a plan in the next year, which will change that.
3. Ethics Ordinance. Several years ago some of us spent a lot of time as a committee preparing an ethics ordinance, which was narrowly defeated when it came to council for a vote. I believe only Councilor Rogers and I remain from that effort. I

have asked Councilor Rogers, who will chair the Rules Committee, to work with the Rules Committee to report out a new ethics ordinance by the end of this year. As part of that task, the Committee should also review campaign financing issues.

4. Affordable Housing. Affordable housing issues exist throughout central and southern New Hampshire. As the State Capitol, we should be taking the lead in seeking solutions to the problem. I will ask City Council to approve the establishment of a City Wide Task Force on Affordable Housing.
5. Regional Cooperation. We must begin to recognize that regional economic development will help Concord prosper. We need to take a less parochial approach to regionalism. We could begin by reevaluating whether provision of sewer treatment services to Bow can be a win-win proposition.
6. Open Government. Finally, as Mayor, I promise that I will do what I can to assure that the government of our city is open and responsive. Open government is a state of mind. While I am Mayor, we will adhere strictly to the Right-To-Know law and to its spirit and intent better than we have in the past, we will continue the neighborhood forums, we will allow people to have simple informational questions answered at public hearings, we will encourage all of our boards and commissions to open up their proceedings to community television and we will use our community television network and information technology to make local government more accessible to all. Most importantly, I as Mayor, and I hope all of us as City Councilors; will listen to all sides before deciding on important contested matters.

In closing, I thank all of you for your attention to my remarks. I look forward to the next two years with excitement and anticipation. Let us all work together to make the next two years of city government meaningful ones.

Michael L. Donovan
Mayor

CITY MANAGER'S MESSAGE

January 2003

The Fiscal Year 2002-2003 saw a very interesting mixture of progress on major City Council Goals and new initiatives. Steady progress was seen for a number of City Council's High Priority 2002-2003 Goals. These include:

- Preparing a development agreement with Michael Simchik of Portsmouth to develop the abandoned and now city-owned Sears Block into a mixed use project which will include an attached municipal garage. Mr. Simchik enjoys an excellent reputation for such projects and we anticipate a very successful relationship;
- The final design plans have been prepared for the construction of Regional Drive. This connection from Exit 13 to Route 106 is anticipated to stimulate additional development in the Airport Industrial Park as well as positively impact congestion on Loudon Road;
- Engine Company Number One was reinstated with the addition of 16 positions and a new medic engine in order to provide greater fire and EMS protection to the downtown area and greater flexibility in overall fire response;
- The City secured the Penacook Tannery and prepared for cleaning up the environmental contamination. Although received with some community skepticism, City Council held firm in its commitment to renovate the old mill site and thus aid in the revitalization of downtown Penacook.

Other initiatives during this period included:

- The initiation of a spring yard waste curbside collection program;
- The celebration of the City of Concord's 150th birthday;
- The New Hampshire Supreme Court's support of the Concord Planning Board's denial of a plan for redevelopment of the South End Marsh area;
- The protection and preservation of the threatened Rolfe Barn by the Penacook Historical Society;
- Hiring a Youth Recreation Coordinator and the initiation of many new teen programs such as the Teen Coffee House activities;
- The initiation of an extremely successful neighborhood revitalization program in the Abbott Downing neighborhood area. This will include extensive street and sidewalk improvements, housing renovations, and the creation of a neighborhood association;
- The expansion of the City's web site that continued to garner 'Best Municipal Site' awards and launched many new programs such as on-line property tax payments;
- The City's embarkation into the new world of traffic calming. This concept for improving traffic and pedestrian safety was promoted by Concord 2020, received strongly mixed reviews from the community, forwarded some limited experimentation, and will continue to be considered in our future transportation planning; and
- The Concord Police launched a strong and on-going effort to curb the sale of alcohol to minors through an active compliance monitoring program.

As you can see above, the issues that capture the attention of a growing community vary widely. It is gratifying to see that we continue to move in positive directions on all fronts.

CITY COUNCIL

The legislative authority of the City of Concord is vested exclusively in the fifteen-member City Council, which is elected in odd-numbered years, consisting of one Mayor elected for two years; four Councilors at-large elected for four years; and ten ward Councilors elected every two years. Regular meetings of the City Council are held on the second Monday of each month. The Council held twelve regular meetings, 8 recessed and 10 special meetings and passed 44 ordinances, 102 resolutions and adopted a \$36.5 million, twelve-month budget covering the fiscal year 7/1/2002 to 6/30/2003.

Fiscal Year 2003 Goals:

- Sears Block
- Regional Drive Construction
- Loudon Road Corridor Program
- New Downtown Parking Garage
- Restoration of Engine Company #1
- Fisherville Road/North State Street Corridor
- Stickney Avenue Garage Site Development
- Continued Support of Main Street
- Develop Proposals to Address Affordable Housing
- Develop a "Progressive" Zoning Ordinance
- Water System Planning, Supply, Storage, and Conservation
- Expand Street Paving/Rehabilitation Program
- Penacook Tannery Development
- Building Langley Parkway
- Solve the High School Generated Parking Program
- Information Technology Department
- More Police Presence Downtown

BOARDS AND COMMISSIONS

Beaver Meadow Golf Course

Advisory Board

Bob Vachon, Chair
 Betty Hoadley
 Frances Hunt
 Dave Silva
 Jim Kinhan
 City Councilor Kipp Cooper

Board of Assessors

George Bean
 Richard L. Towle
 George W. Hildum, III

Building Board of Appeals

Gerard R. Blanchette
 Richard Burpee
 Philip Spurr
 Thomas P. Avallone
 Peter J. Welch
 Clayton Higgins**

Conservation Commission

Christopher "Kit" Morgan, Chair
 Roderick B. Cyr
 Terrence "Terry" Frost
 Bruce Gilday
 James E. Owers
 Edwin Robinson
 Stephanie Vaine
 City Councilor Marjory Swope
 Deborah Merritt**
 Stefan Matlage**

Everett Arena Advisory Board

Nicholas Wallner, Chair
 Michael Gfroerer
 Robert H. "Obie" Barker, Jr.
 Tom Brown
 Gerry Blanchette
 Brian Troxler
 City Councilor William McGonagle
 City Councilor Keith Allberg

Heritage Commission

Elizabeth Durfee Hengen, Chair
 Christopher Carley
 Thomas Avallone
 Lorrie Carey
 Robert V. Johnson, II
 Michael Tardiff
 Barbara Kuhlman Brown P.B. Rep.
 City Councilor Michael Little
 James McConaha**
 William Potter**

Library Board of Trustees

Elizabeth Hamlin-Morin
 Eleanor Stark
 Jeffrey Kent
 Steven Hengen
 Paula Miner
 Susan Leidy
 Frank Kenison
 Inez McDermott
 Albert Shamash

Licensing Board

City Manager
 Police Chief
 Fire Chief

Personnel Appeals Board

Ellie Harrison
 Cecile Blakeslee Hartigan
 John Sullivan

Planning Board

Gerald L. Drypolcher, Chair
 Barbara Kuhlman Brown
 Claudia Boys Walker
 John Swope
 Gerard R. Blanchette
 Timothy Golde
 City Councilor William McGonagle
 Leon LaFreniere**

Recreation and Park Advisory Committee

Nancy DeStefano
 Margaret Barry
 Joseph Quinn
 Debra Lee Naylor
 Susan Erickson
 Jeanne Brissette
 Lucy St. John
 Shawn LaFrance
 Barbara Jean Stokes
 City Councilor Kipp Cooper
 Bill Whitmore, CSD
 Richard Chandler, MVSD
 Walter Sweet, Honorary Member
 Recreation Director

Taxicab Licensing Board

City Manager
 Planning Director
 Police Chief

Trustees of the Trust Funds

Timothy Woodman
 Lisa Biklen
 Michael T. Aiken
 City Treasurer

Zoning Board of Adjustment

Christopher N. Carley, Chair
 Christopher Miller
 David Gross
 Tara Reardon
 Nicholas Wallner
 Leslie J. Ludtke**
 Dennis Tewksbury**
 Tim Thompson**
 Gerry Little**
 Bryan Gould**

**Alternate Member



City of Concord, New Hampshire

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Ambulance Billing Questions		Concord Hospital	228-7117
Animal Problems/Complaints-Domestic	Police Department		225-8600
Animals – on ice/endangered	Fire Department		225-8669
Assessing Information	Assessing Department		225-8550
Auto Registration	Collections Department		225-8540
Beaver Meadow Golf Course	Golf Course Superintendent	Pro Shop	228-8954 225-7033
Birth Certificates	City Clerk's Office		225-8500
Block Parties	City Clerk's Office		225-8500
Building Permits	Code Administration		225-8580
Burning Brush/Fire Permits	Fire Department	South End Station Manor Station Central Station Heights Station	225-8664 228-2702 225-8659 225-8654
Bus System/CAT (Concord Area Transit)		Concord Area Transit	225-1989
Business Development Division	Community Development		225-8595
Business Licenses	Code Administration		225-8580
Cemetery Information	General Services		225-3911

Channel 17 (Municipal Access Channel)		CCTV – Concord Community Television	226-8872
Children's Library Services	Concord Public Library		230-3690
City Auditorium Rental Information	General Services		230-3851
City Clerk	City Clerk's Office		225-8500
City Controller	Finance Department		225-8560
City Council Meetings	City Clerk's Office		225-8500
City Engineer	Engineering Division		225-8520
City Manager	City Manager's Office		225-8570
City Solicitor	City Solicitor's Office		225-8505
City Treasurer	Collections Division		225-8540
Code Administration	Community Development		225-8580
Community Centers	Recreation Department		225-8690
Community Development	Community Development		225-8510
Community Gardens on Clinton Street		State Division of Forests and Lands	271-3456
Concession Stand Licensing	Code Administration		225-8580
Concord Public Library	Concord Public Library		225-8670
Concord School District		Superintendent's Office	225-0811
Conservation Commission	Planning Division		225-8515
Construction Permits	Code Administration		225-8580
Court Payments and Fines		Concord District Court	271-6400

Crime Prevention	Police Department		225-8600
Current Land Use	Assessing Department		225-8550
Cutting Timber	Assessing Department		225-8550
Data Processing	IT Department		225-8597
Dead Animals in Public Right of Way	General Services Department		228-2737
Death Certificates	City Clerk's Office		225-8500
Demolition Permits	Code Administration		225-8580
Driveway Permits, New	Code Administration		225-8580
Driveway Permits, alterations to existing	Engineering Division		225-8520
Dog Licenses	City Clerk's Office		225-8500
East Concord Community Center	Recreation Department		225-8690
Elections Information	City Clerk's Office		225-8500
Employment with the City	Personnel Department		225-8535
Everett Arena	General Services Department		228-2784
Excavation of Gravel/Sand	Assessing Department		225-8550
Finance Department	Finance Department		225-8560
Fire Department (emergency)			911
Fire Department (non-emergency)	Fire Department		225-8650
Fire Hydrant Problems	General Services – Water Division		228-2737
Fire Prevention	Fire Department		225-8651

Food Service Licensing and Inspection	Code Administration		225-8580
Friends of Concord Public Library	Concord Public Library		230-3682
Friends of Penacook Branch Library	Penacook Branch Library		753-4441
Garbage Collection	General Services Department		228-2737
General Licensing	Code Administration		225-8580
General Services Department	General Services Department		228-2737
Green Street Community Center	Recreation Department		225-8690
Grounds Maintenance Park Maintenance	General Services Department		228-2737
Hazardous Substances	Fire Department		225-8514
Hazardous Materials Disposal	Fire Department		225-8514
Heights Community Center	Recreation Department		225-8690
Heritage Commission	Planning Division		225-8515
House Address Numbers	Engineering Division		225-8520
Housing Code	Code Administration		225-8580
Housing Inspection Program	Code Administration		225-8580
Human Services Department	Human Services Department		225-8575
Ice Arena	General Services Department		228-2784
Insurance Claims	Finance Department		225-8560
Job Openings	Personnel Department		225-8535

Juvenile Delinquency Prevention/Diversion	Police Department		225-8600
Landfill/ Transfer Station	General Services Department		228-2737
Landlord/Tenant Problems	Code Administration		225-8580
Legal Department	City Solicitor's Office		225-8505
Library Administration	Concord Public Library		230-3682
Library Information (Reference Desk)	Concord Public Library		225-8590
Life Safety Code Administration	Code Administration		225-8580
Marriage Licenses	City Clerk's Office		225-8500
Memorial Field – Scheduling	Recreation Department		225-8690
Memorial Field – Maintenance	General Services Department		228-2737
Missing Juveniles	Police Department		225-8600
Motor Vehicle Registration	Collections Division		225-8540
Motor Vehicle Titles	Collections Division		225-8540
Motor Vehicle Violations	Police Department		225-8600
Noise Complaints (day)	Code Administration		225-8580
Noise Complaints (night)	Police Department		225-8600
Oil Recycling	General Services Department		224-0890
Parking	Police Department		225-8600
Patching of City Streets and Sidewalks	General Services Department		228-2737
Peddlers and Vendors Licensing/Complaints	Code Administration		225-8580

Penacook Branch Library	Penacook Library		753-4441
Personnel Department	Personnel Department		225-8535
Planning Division	Community Development		225-8515
Playground Maintenance	General Services Department		228-2737
Police Department (emergency)			911
Police Department (non-emergency)	Police Department		225-8600
Potholes	General Services Department		228-2737
Property Assessment	Assessing Department		225-8550
Property Tax Exemptions	Assessing Department		225-8550
Public Health	Code Administration		225-8580
Public Properties	General Services		225-8691
Public Works (General Services)	General Services Department		228-2737
Purchasing Department	Purchasing Department		225-8530
Raffle Licensing	Code Administration		225-8580
Real Estate Tax Bill	Collections Division		225-8540
Recreation Department	Recreation Department		225-8690
Rental Housing Inspections	Code Administration		225-8580
Restaurant Inspection and Licensing	Code Administration		225-8580
Road Conditions	General Services Department		228-2737
Rooming House Inspection and Licensing	Code Administration		225-8580

RV Waste Disposal	General Services		225-8691
Sand/Salt Operations	General Services Department		228-2737
School Board		Superintendent's Office	225-0811
Septage Waste Disposal	General Services		225-8691
Septic Systems	Code Administration		225-8580
Sewer Emergencies	General Services		225-8691
Sidewalks	General Services Department		228-2737
Signs/Sign Code	Code Administration		225-8580
Signs, Street or Traffic	General Services Department		228-2737
Site Development Permits	Planning Division		225-8515
Snow Removal	General Services Department		228-2737
Solid Waste Recycling	General Services Department		228-2737
Special Assessment Information	Assessing Department		225-8550
Special Exceptions (Land Use)	Code Administration		225-8580
Steam Condensate Bills	General Services Department		228-2737
Stop Sign Request	Engineering Division		225-8520
Street Cleaning	General Services Department		228-2737
Street Excavation Permits	Engineering Division		225-8520
Street Fair Licensing	Code Administration		225-8580

Street Light Repair		Unitil	224-2311
Street Location	Police Department		225-8600
Street Maintenance	General Services Department		228-2737
Street Sweeping	General Services Department		228-2737
Street Trees	Planning	Groundwork Concord	225-8515 224-3710
Subdivision Regulations/Applications	Planning Division		225-8515
Swimming Pools/ Public Pools	Recreation Department		225-8690
Swimming Pool Inspections/Permits	Code Administration		225-8580
Tax Bills	Tax Collection Office		225-8540
Tax Maps	Assessing Department		225-8550
Tax Collection Office	Collections Division		225-8540
Taxicab Inspection and Licensing	Code Administration		225-8580
Tennis Courts/Lessons	Recreation Department		225-8690
Tennis Courts/Maintenance	General Services Department		228-2737
Tire Recycling			224-0890
Titles, Vehicles	Tax Collection Office		225-8540
Traffic Lights	Fire Department		225-8669
Traffic Signs	General Services Department		228-2737
Trash Collection	General Services Department		228-2737
Tree Branches/Spraying	General Services Department		228-2737
Tree Planting Program		Groundwork Concord	224-3710

Underground Storage Tanks	Fire Department and Engineering Division		225-8651 225-8520
Universal Commercial Code (UCC) Filings	City Clerk's Office		225-8500
Variances	Code Administration		225-8580
Vendors - Mobile Food License & Inspection	Code Administration		225-8580
Wastewater Treatment Plant (Hall Street)	General Services		225-8691
Water/Sewer Bills	General Services		225-8695
Water Treatment Plant	General Services		225-8696
Welfare Department	Human Services Department		225-8575
West Street Ward House	Recreation Department		225-8690
Wild Animals (Suspected Rabies)		NH Fish and Game Department	271-3361
Wild Animals (Nuisance)		NH Dept of Agriculture – Wildlife Services	223-6832
Yard Sale Permits	Code Administration		225-8580
Zoning	Code Administration		225-8580

City of Concord, New Hampshire City Departments

ADMINISTRATION

City Manager Duncan Ballantyne225-8570
Assistant City Manager Thomas J. Aspell, Jr.....225-8570

ASSESSING

Dir of Real Estate Assessments Michael Fedele225-8550

COMMUNITY DEVELOPMENT

Director Roger Hawk225-8515
Code Administrator C. Hamilton Rice225-8580
City Engineer Martha Drukker225-8520
City Planner Doug Woodward225-8515

FINANCE

Director James R. Howard225-8560
Purchasing Agent Douglas B. Ross225-8530
Treasurer Michael Jache.....225-8540
Real Estate Tax Accounting Manager Dawn Foss225-8540

FIRE

Chief Christopher Pope.....225-8650

GENERAL SERVICES, 311 N. State Street

Director Chip Chesley	228-2737	
Highways	Grounds	Operation and Maintenance Facility
Sidewalks	Cemetery	Recreation Facilities
Snow and Ice Control	Park Maintenance	Equipment Services
Street Cleaning	Public Properties	Water Supply
Storm Sewer	Airport	Wastewater Treatment
Solid Waste	Municipal Complex	

HUMAN SERVICES, 247 Pleasant Street

Director Jacqueline Whatmough..... 225-8575

LEGAL

City Solicitor Paul Cavanaugh225-8505

LIBRARY, 45 Green Street

Director Pat Immen225-8670

PERSONNEL

Director Norm O'Neil225-8535

POLICE, 35 Green Street

Chief Jerome Madden225-8600

RECORDS

City Clerk Janice Bonenfant.....225-8500

RECREATION

Director Carolyn Tracy225-8690

ASSESSING DEPARTMENT

The Assessing Department is responsible for providing the citizens of Concord with an equitable and accountable real estate based assessment program; the fair administration of state statutes and programs governing property assessment; and a well run organization that is fiscally responsible and sensitive to the public's needs.

Facts and Figures

Building permits measured/listed	904
Sales reviews conducted	450
Deed changes processed	1,700
New parcel reviews conducted	250
New construction reviews conducted	175
Appeals: BTLA & Superior Court	40
Equalization Ratio	88%
Tax Base	\$2,204,727,400

Assessing Department figures are based upon the tax year, April 1, 2002 - March 31, 2003.

Notable

- Saved nearly \$250,000 by implementing an annual assessment update program.
- Revised the Blind Exemption and Elderly Exemption programs in recognition of value changes, identifying the least tax impact to the City, the elderly, and the blind.
- Achieved a level of assessment of 88%, with a confidence interval of 90% that the ratio met the goal of a market assessment program.

COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department serves to establish a customer service oriented development assistance and review process that provides for necessary safety, environmental and community concerns in a well coordinated, timely, predictable and cost efficient and effective manner.

Notable

Administration

- Worked closely with both Concord 20/20 and Groundwork Concord to coordinate priority projects.
- An implementation strategy was developed for the new Master Plan and consultants have been hired for several elements of the plan.
- A customer survey process has been established to determine strengths and weaknesses of the present development permitting process. The highest priority concern was to develop amendments to the Planning Board's street acceptance policy. Staff has begun

preparation of revisions to the policy for presentation to the Planning Board later this year.

- A consultant has been retained to assist staff with development approval process improvements.
- A request for proposals has been prepared and will be issued June 2003 seeking a consultant to work with the City in developing an Opportunity Corridor Master Plan.
- The City has nearly finalized negotiations on an agreement for redevelopment of the Sears Block. Significant progress has been made on the Allied Leather Tannery project. A recommendation on the possible acquisition of the property is expected to be presented to the Council in late summer 2003.
- City has begun discussion with PSNH regarding areas of mutual interest regarding the future development of the Garvins Falls Urban Reserve area.
- Community Development staff continued to be closely involved in the DOT I-93 widening study.
- A GIS master plan consultant has been hired and the plan is well underway.
- USFDA Food Code was reviewed, a report prepared, and an Ordinance was submitted to the City Council for adoption.

Business Development Division

- Sear's Block: Completed environmental/structural analysis, acquisition, remediation, demolition and temp parking and site prep. RFP for Developer. Developer selected. Negotiations underway.
- Tannery: Completed environmental/structural analysis, negotiated acquisition agreement for Penacook Mill and 4 surrounding properties, secured the property and stabilized the main historic building. Administered HUD \$500,000 grant and City appropriation. Completed USEPA, NHLCHIP, and Plan New Hampshire grant application. Received approval notice for \$500,000 LCHIP grant.
- Conducted 92 visits with local businesses and industries and conducted follow-ups.
- Continued to edit and update Business Development section of City's Web Page.
- Provided staff assistance to DCI for successful application for designation as a NH Main Street Community. Assisted new Main Street Executive Director on various committees.
- Worked with 2 separate developers leading to one signing purchase option on BC/BS property.
- Worked with Chancellor for USNH and College for Lifelong Learning to analyze locations to consolidate 5 functions in Concord.
- Negotiated \$162,400 land lease w/annual escalator clause for NHARNG Aviation Support Facility.
- Negotiated right-of way across NHARNG military reservation for Regional Drive to be connected to Old Turnpike Road at Airport Road.
- Assisted Concord Hospital in \$30M Oncology Cancer Care addition, MRI addition to Pillsbury Building & 327 car parking garage creating 400+ new medical jobs.
- Worked with CCA, CCMS, Chamber, Main Street Concord, NHDRED and a consortium of Merrimack County communities on combining resources to formulate a joint marketing strategy.
- Major projects include Hospital, former Concord Savings Bank building, Primex expansion, D'Amante new law offices, Concord Litho, Outback, Ruby Tuesdays,

Heritage Harley-Davidson, Centennial Senior Center, St. Paul's, St. Peter's Chapel, NHARNG, NH Walker Bldg.,

- Completed financial feasibility study for Red River Theatre alternative movie proposal.
- Completed appraisals of the seven properties, 730 acres, owned by PSNH at Garvins Falls.
- Contracted Consultant to determine feasibility of Down Town Market Rate Housing.
- Assisted UNH students in researching report "An Economic Analysis of Concord, NH and Case Study of Concord Hospital".
- Prepared Scope of Work for Request for Proposals for consultant update of Economic Development Strategy for Master Plan.
- 164 new homes, 25 multifamily units and 7 new mobile homes added to Concord's workforce housing.
- Population grew by 482, Labor force grew 614, unemployment rose from 2.4% to 2.7%.
- Tax base potentially increased by 1.76% based on building permits issued.
- Prepared presentation and assisted Redevelopment Authority Task Force consultant in reviewing options for need for a Redevelopment Authority.
- Managed Rolfe Barn Eminent Domain acquisition, environmental assessment, real estate appraisal.

Building and Code Division

- Submitted Ordinances to the City Council for adoption of the year 2000 editions of the "International" family of Codes (Building, Fire, Residential, Plumbing, Mechanical, Fuel Gas, Energy, Property Maintenance, and Electrical).
- Prepared revised fee schedules for the Division's 280+ fees as part of the City's revenue review initiative.
- Completed first printing of the 11-29-01 Zoning Ordinance.
- Developed basic policies, procedures and standards to support the new Zoning Ordinance.
- Revised Zoning appeal forms for variance and special exception applications.
- Expanded the Division's web site offerings to now include Zoning appeal forms, Zoning Board minutes and agendas, Health license applications, sign applications, West Nile Virus information, plus Zoning, Health and Building Fee schedules.
- Submitted an Ordinance to the City council for adoption of the 2001 USFDA Food Code.
- Coordinated a second year of West Nile Virus and mosquito control.
- Completed plan reviews and inspections for 673 building permits (with a construction value of \$111,100,000), 651 electrical permits, 172 fire prevention permits, 487 mechanical permits and 342 plumbing permits.
- The Zoning Board heard 79 cases including appeals for 145 variances, 13 special exceptions, 2 rehearing requests, 5 administrative appeals and 5 equitable waivers.

Engineering Division

- Developed and implemented a permit tracking system to administer all permits required within the public right-of-way.

- Completed public improvements associated with privately funded development projects: Mandevilla Lane; Gully Hill Road/Kings Plaza/Outback Steakhouse; South Main Street/Irving Oil; Bog Road/River Hill Condominiums; Loudon Road/Motiva Enterprises/Shell Station; Loudon Road/D'Amante Drive/Shaw's Supermarket; Penacook Street/Merrimack Valley Middle School; Loudon Road/Ruby Tuesday; Loudon Road/7-Eleven; Dunbarton Road/St. Paul's School; Dominique Drive/Devinne Drive/Profile Avenue; Bentwood Street.
- Capital projects completed include the Snow Removal Equipment Building at the Airport; Reconstruction of Runway 12/30; City-Wide Underground Storage Tank Compliance Program; Fisherville Road/Abbott Road/Monroe Road Sidewalk Project; SCADA Improvements; Perley Street Water Main Replacement and Water Main Cleaning and Lining in Walker School area.
- Design projects completed include Corson Storm Drainage Repairs, East Side Drive Sidewalks; South End Sidewalks and Traffic Calming Improvements; Regional Drive Extension; Keach Park Improvements; Commercial Street Bridge Over Wattanummon Brook; Library HVAC System; SCADA Improvements; Pembroke Road Water Main Replacement Project; North State Street Cleaning and Lining Project and Penacook Sewer Main Lining and Reconstruction Project.
- Coordinated and administered Langley Parkway design plans and permitting.
- Cleaned and lined 6,195 feet of water mains and reconstructed 3,230 feet of water mains.

Planning Division

- Implemented new features of the Zoning Ordinance adopted on November 29, 2001, including procedures related to conditional use permits and minor site plan review.
- Worked with the Planning Board to develop a process for the Master Plan update, prepared RFP's for consultant assistance for the Master Plan, initiated the RFP solicitation process, coordinated with Concord 20/20 relative to the public participation process, and kept other City Committees informed of the process and status thereof.
- Initiated a neighborhood improvement program in the neighborhood surrounding Rumford School.
- Expanded the Division's web page to include the agendas and minutes of the Planning Board as well as application forms and standard easement formats.
- Continued to provide support to the office of the City Solicitor in defense of legal challenges to decisions of the Planning Board.
- Continued to work on the acceptance of unaccepted streets in subdivisions where Certificates of Occupancy (COs) were already granted, and to seek resolution to problems encountered in the administration of the Impact Fee Ordinance.
- Completed the review and editing of the digital mapping based on the April, 2000 aerial photography of the City.

Conservation Commission

- Thirteen Wetland Applications were reviewed and comments were provided to thereon to the N.H. Wetlands Bureau.
- The first phase of the street tree inventory for the Downtown area was completed.
- Work on the update of the Open Space Plan was initiated in concert with the update of the City's Master Plan being undertaken by the Planning Board.

- An AmeriCorps intern was hired to coordinate the work of the Trails Subcommittee on the trail management program.

Forestry Program

- Boundaries were blazed and painted the Frost Road property and the Walker property, and deeds and other documents were reviewed to determine the extent of the Freese property on Fisk Hill.
- A trail fence was installed the Batchelder Mill Road trail, a trail bridge was constructed on the Mack lot, the Horse Hill trail was reconstructed, and the Broad Cove trail bridge was repaired.
- The annual brush hogging of the Penacook Lake Road and Runnells Road lots was completed, as were timber sales on the Hyland lot and on Via Tranquilla.

Community Development Department Grants

- Applied for and received a \$202,951 Community Development Block Grant (CDBG) for the Miller House Expansion Project.
- Applied for other grants including a Governor's Alcohol and Drug Prevention grant, a Workforce Opportunities Commission Grant, a Robert Wood Johnson Foundation grant, and CDBG grants for the Community Action Program and for the Serendipity School.
- Committed three RLF loans as follows: Fisherville Cooperative 82 for \$50,000; Community Action Program for \$8,830; and a private homeowner for \$4,500.
- Completed the Fellowship Housing Grant and Capacity Building Grant requirements.

FINANCE DEPARTMENT

The Finance Department creates and sustains a dynamic fiscal structure to meet legal requirements and supports attainment of the overall city mission. The department applies recommended business practices in accounting, auditing and financial reporting, asset and risk management and debt administration. The department supports financial policy development that promotes fiscal security, long-term self-reliance and the efficient use of labor, intellectual and physical capital and technology necessary to the provision of the highest level of customer service and information.

The Purchasing Division strives to obtain the optimal value for the taxpayer through a process of acquiring goods and services and disposing of surplus personal property that timely meets the needs of city departments in conformance with the City Charter and ordinances, while encouraging competition in a fair, open, ethical and efficient manner.

The Information Services Division guides the process of attaining city and departmental missions and business plans through identification, application, and management of value-driven technological business resources. Information Services insures the safety and availability of, and return on, investment in the City's intellectual capital.

Notable

Control and Treasury Division

- Began accepting electronic checks for payment of property taxes over the Internet and by telephone.
- Implemented the use of an armored car service for transporting city funds to the bank at no cost to the City.
- Operated five months without a Finance Director resulting in increased staff involvement in the FY03 city budget preparation, fiscal year end, and insurance contracts.
- Responded to FY04 NH Retirement System employer rate increase with FY03 budget reductions.
- Proposed and implemented new or increased revenues and aided with ordinance revisions.
- Received the GFOA's Certificate of Achievement for Excellence in Financial Reporting for the City's 2002 CAFR.
- Reviewed proposals, awarded contract and aided in completion of capital asset and infrastructure inventory and valuation.

Purchasing Division

- Researched energy cost saving measures in coordination with the Public Properties Superintendent by working with the Governor's Office of Energy and Community Services, Unitil, Keyspan and the Monadnock Area Purchasing Consortium.
- Initiated discussions with the Concord and Merrimack Valley school Districts concerning electricity deregulation, natural gas deregulation and energy performance contracting.
- Developed an Access Database to assist with the tracking of all major city contracts.

Information Services Division

- Provided input to the City Manager and Information Technology Advisory Committee in support of the report titled "Strategic Direction for Information Technology: Findings and Recommendations" for the IT reorganization adopted by the Mayor and Council in April 2003.
- Completed the design study phase of the School/City Fiber Initiative.
- Install Fire Department server and assisted in implementing the FEMA grant project.
- Expansion of e-business capabilities to receive payment on-line via e-check and credit card.
- Expanded the City web site and received an award from NH.com for best municipal site in the State of New Hampshire.

FIRE DEPARTMENT

The Fire Department serves to protect the lives and safety of the citizens by providing fire prevention and education, response to fire, medical and hazardous materials incidents as well

as other emergency assistance requests. The Fire Department maintains a Communications Center, which dispatches emergency calls for the City of Concord and seventeen other communities who comprise the Capital Area Mutual Fire Aid Compact. The Department maintains the City's municipal fire alarm and traffic signal systems.

Notable

- With Personnel Department successfully completed recruitment process for 14 entry level positions; 9 promotions of department personnel to supervisory and 2 senior staff positions.
- Successfully up dated and implemented EMS billing fees to reflect the new Medicare rates.
- With Personnel Department successfully implemented Automatic External Defibrillator training program for City employees.
- With General Services Department improved fire apparatus turnaround time with Fleet Services.
- Purchased, conducted user training, and placed in-service 5 Thermal Imaging Cameras on all first line engine and ladder apparatus.
- Purchased, conducted user training, and placed in-service new fire apparatus.
- Purchased training aids through a donation from Wal-Mart for public safety education conducted by the Fire Prevention Bureau.

SERVICE INDICATORS	2001	2002	2003
1. Total Emergency Calls for Service	6,114	6,064	6,323
a. EMS Calls	3,840	3,929	3,982
b. Haz-Mat	101	82	80
c. Residential Structure fires	52	50	38
d. Commercial Structure fires	30	18	14
2. Percent BLS Response within 4 minutes	71	71	71
3. Percent Fire Response within 4 minutes	71	71	70
4. Quick Access Plans Completed	***	***	20
5. Fire Safety Inspections Completed	1,200	1,300	1,288

GENERAL SERVICES DEPARTMENT

The City's General Services Department serves to enhance the quality of life in the City by providing maintenance and operation of the City's infrastructure, including roadways, sidewalks, bridges, buildings, storm drains, sanitary sewers and treatment, potable water supply and distribution, parks, cemeteries, ice arena, golf course, and motor fleet.

Notable

Highway and Utilities Systems Division

- Completed the Pavement Reclamation CIP project #79 as approved in FY 2002 budget which included portions of the following streets: South St., Rockingham, S. Main,

Broadway, Borough, Elm St., Warner Rd., Blackwater Rd., Terrill Park Dr., Airport Rd. and Industrial Park Dr.

- Completed the Pavement Overlay and Crack Sealing CIP Project #80 as approved in the FY 2002 budget on portions of the following streets: Horse Hill Rd., Graham Rd., Snow Pond Rd., Stickney Hill Rd., Bog Rd., Lake View Dr., Shaker Rd., Sanborn Rd. and Loudon Rd.

Grounds Division

- Surveyed, mapped, pinned out, loamed and seeded new 2 grave lot and cremation section in Pine Grove Cemetery.
- Surveyed, mapped, pinned out, loamed and seeded new 2 grave lot and cremation section in Blossom Hill Cemetery.

Public Properties Division

- Rewired a light pole on Memorial Field's football field.
- Installed programmable thermostats in 3 community centers to conserve energy.
- Installed automatic external defibrillator (AED) machines in the Green St. and Heights Community Centers

Administration

- Implemented a policy that notifies water and sewer utility customers of delinquent water meter readings. The objective of which is to resolve the meter reading issue in a timely manner.
- Address EPA-required environmental audit needs as identified by Stearns & Wheeler. GSDs proactive approach brought the COMF facility under the threshold for Spill Prevention Containment and Countermeasures requirements. Training and monitoring will continue to ensure best management practices in the area of oil management. A No Exposure certification was achieved with respect to stormwater

Arena

- Installed new rink glass.
- Increased revenues by adding Bow High School's hockey team as an early morning user.
- Added 2 additional tournaments, NHIAA Division 3 Semi-finals for 2 games on one day and New Hampshire, USA Hockey mite division state playoffs for 9 games over 3 days.
- Entered into a 5-year lease with Crowley Foods for advertising rights on the Zamboni. Crowley Foods painted the Zamboni to look like a cow.

Airport

- Completed vegetation removal south end of airport.
- Started a chemical deicing program to improve airport operations.

Golf Course

- Golf Course staff and the Golf Course Advisory Committee met and set rates for 2003 season. An 8% increase was made to Season Permit costs while maintaining Daily Fee costs at 2003 levels. It is hoped that this will help to reverse the trend towards increased annual permit players and enhance revenue by providing for increased daily fee play.
- Installed updated GolfTrac software system to better track Golf Course use and revenues.

Water & Sewer

Wastewater

- Completed the construction phase of sludge dewatering and stabilization improvements at the Hall St. WWTP.
- Completed the design phase of the Penacook WWTP Sequencing Batch Reactor upgrade.
- Completed design of improvements to the chlorination system at the Hall St. WWTP.

Water

- Phase 1 of the SCADA project is nearing completion. This will enable staff to monitor all signals currently coming to the main Control Panel in the WTP using the SCADA software Intellusion iFIX.
- Operated the Water Treatment Plant with zero exceeding the state and federal Safe Drinking Water Act regulations.
- Performed community outreach by publishing the annual Concord Water Quality Report, which meets all of the requirements of the EPA required Consumer Confidence Report and provides water customers a source of information about their drinking water.

Vehicle Maintenance Division

- Completed internship program with Concord High School – 4 students completed the program.
- Compliance with Federal DOT testing requirements and compliance with local and state regulatory requirements.
- Completed training of the mechanic staff on the use and application of the Computerized Maintenance System.

HUMAN SERVICES DEPARTMENT

The Human Services Department relieves and maintains Concord's economically disadvantaged citizens by providing basic food, shelter, and medical assistance until they are eligible for other public benefit programs.

Notable

- Installed and converted to NHMAPS, a software program designed specifically for the delivery of local welfare.
- Participated in the Welfare Reform Advisory meetings held monthly at the Department of Health and Human Services.
- Participated in the annual welfare conference sponsored by New Hampshire Municipal Association.
- Joined the executive board of New Hampshire Local Welfare Association.
- Presented an informational session on reimbursements to the membership of the New Hampshire Local Welfare Association at the annual meeting.
- Met with members of the local Interfaith Council and participated in a forum that begins the process of identifying local needs and ways to effectively meet these needs without duplication of services.
- Streamlined the intake process and improved forms to improve efficiency and the delivery of service.

LEGAL DEPARTMENT

The Legal Department has two missions. Statutory and common law defines these missions. In the State of New Hampshire, a municipality has only those powers granted to it by the Legislature. Every action of a municipality must be justified by those powers. The mission of the City Solicitor is to insure that all actions of the City are within the powers granted to it by the Legislature and to foster the accomplishments of the City's goals and objectives within this legal framework. The mission of the City Prosecutor is to prosecute those persons charged with violating state or local law within the City. The Prosecutor also has a paramount duty to the legal system to see that in the course of prosecution, justice is done.

Notable

- Solicitor's Office prepared court appearances and pleadings to thirteen cases filed against the City. Of the thirteen cases, the City Solicitor successfully had three cases dismissed.
- Solicitor's Office worked with outside counsel in preparing for oral argument at the New Hampshire Supreme Court in the City's successful appeal of *The Richmond Company, et al. v. City*.
- City of Concord's CODE OF ORDINANCES became updated bimonthly on the City's web page.
- Prosecutor's Office conducted internship with prelaw student from Endicott College, MA.

Service Indicators

<u>Indicator Description</u>	<u>Actual 2002</u>	<u>Actual 2003</u>	<u>Estimated 2004</u>
1. Tax Lien Mortgages (Research at Registry)	750	750	750
2. Tax Deed Mortgages (Research at Registry)	200	150	150
3. Tax Title Searches for Property to be Deeded	25	30	30
4. City Dept/Board Requests for Legal Services	650	850	1,000
5. Bankruptcy Matters (Claims/Monitoring)	50	65	70
6. Concord Criminal Dispositions and Hearings	9,118	10,678	11,740
7. Loudon Criminal Dispositions and Hearings	496	778	856
8. Bow Criminal Dispositions and Hearings	450	850	935
9. Dunbarton Criminal Dispositions and Hearings	6	64	71
10. Concord Juvenile Dispositions and Hearings	826	1,410	1,550
11. Loudon Juvenile Dispositions and Hearings	12	26	31
12. Dunbarton Juvenile Dispositions	1	6	8
13. Concord Administrative License Suspensions	100	185	212
14. Bow Administrative License Suspensions	10	29	35
15. Dunbarton Administrative License Suspensions	1	1	2

LIBRARY DEPARTMENT

The Library provides informational, cultural, educational and recreational resources and services to the people of Concord. The Library cooperates with other libraries and educational, cultural, community and municipal agencies and institutions.

Notable

The mission of the Concord Public Library is to provide informational, cultural, educational and recreational resources and services to the people of Concord. The library seeks to accomplish its mission through prudent management and development of its resources, and by

providing access to a broad range of materials and services to meet the present and future needs of the community it serves. The library's core services are the following: assistance in the location and use of library materials; selection of new books and audiovisual materials; acquisition, cataloging and processing of these materials for the public's use; programs for children, teens and adults to promote books and reading; and loaning of library materials.

Notable

- Review of public service areas on the Main Floor was completed and a new floor plan developed which relocated the Reference Desk.
- Selection of a new automation vendor, Innovative Interfaces, Inc., was completed.
- Construction of new HVAC system was begun.
- Programming was expanded. With collaboration from Concord Monitor staff and others in the community, organized first community read called "Concord Reads." Thornton Wilder's *Bridge of San Luis Rey* was the selected title.
- Patricia A. Immen, formerly Adult Services Supervisor/Automation Coordinator of the Concord Public Library, was promoted to Library Director following the resignation of Louis D. Ungarelli, who served as director for over 23 years.

PERSONNEL DEPARTMENT

The Personnel Department works in partnership with its customers in supporting the mission of the City by establishing and implementing responsive human resource services which result in the recruitment, development, and retention of a highly qualified, diverse, well trained and motivated workforce by emphasizing open, honest and meaningful communication at all levels of the organization. This is accomplished within the framework of merit and collective bargaining processes, with due regard for equal employment opportunity, individual integrity, the provision of a safe work environment and the fiscal constraints imposed by the taxpayers through the City Council.

Notable

- Evaluated our current Human Resource Information System in order to determine what information we need to capture and what changes can be made that facilitates use by other departments.
- Issued a quarterly Employee newsletter from the Personnel Department.
- Continued to expand the number of programs offered and participants in the City's Wellflex program. Program activities included: Summer Walking, Fall Into Winter, March Into May, Summer Safety, Self Care, Quick and Easy Meals, Back Injury Prevention, Humor, Stress, Teenage Stress, Adolescents, Gender, Balancing Work & Family and Yoga. Screenings offered included: Blood Pressure, Heart Health, Cancer and Skin.
- Processed 1,050 personnel actions.
- Facilitated and provided consultation for 66 recruitments.
- Provided leave administration services and consulted with City departments for 22 short-term disability, 1 long-term disability and 84 worker's compensation claims.

- Recovered \$ 775.47 for submission from the State's Job Modification Program regarding workstation improvements, resulting from work-related incidents.
- Coordinated various employee training programs including Effective Supervisory Practices, Advanced Supervisory Practices, Supervisory Performance Evaluation Training, Customer Service, Stress Management, Time Management, Getting to Yes, Project Management, Discipline & Discharge, Ergonomics, in addition to numerous Wellness, Safety & Loss Prevention related programs. Provided additional training in the areas of performance evaluations, employee assistance program, youth employment, employee orientations and recruitment briefings.
- Continued to achieve reduced health care cost increases through joint labor-management initiative, the Health Benefits Review Team.
- Revised various policies and procedures including Leave Procedures, Physical Examination Procedures and Automated External Defibrillator policy.
- Continued departmental participation on MIS User's Group and Beneflex Review Teams.
- Continued to provide support and leadership to the City's Joint Loss Management Committee. Reviewed and updated the following JLMC policies Worker's Compensation Incident Reporting Procedure (WCIRP), Motor Vehicle Accident Reporting Procedure, and Joint Loss Management Policy.
- Reviewed and documented 170 City Supervisory Accident/Loss reports for committee review and performed follow-up action on various JLMC recommendations.
- Working through the Public Access Subcommittee and with the Finance Department, developed the City Intranet site with City Forms, Beneflex and Wellflex links to our Web page including opportunity for customer feedback.

POLICE DEPARTMENT

The mission of the Police Department is to protect life and property, maintain order and attempt to resolve the community's needs by coordinating the required resources.

Notable

- Completed the renovations to the Operations Center and upgraded our communications system to a fully digital system.
- Successfully disposed of the Rose Yeaton homicide case with a second conviction.
- Made an arrest in a 21-year old murder of a young child.
- Increased officer presence downtown by 9%.
- Installed surveillance cameras in Bicentennial Square.
- Arrested a fugitive from California in reference to the murder of a police officer.
- Completed the Emergency Preparedness Guide and distributed to about 25000 residents of the area through the Concord Monitor.
- Completed an Emergency Medical Clinic response plan for the greater Concord area.
- Obtained grant funding to provide Domestic preparedness equipment to equip each vehicle and officer with personal protective equipment.
- Implemented a tracking plan to monitor directed patrol and speed trailer activities for traffic enforcement to access results and effectiveness of traffic enforcement activities.

- Developed an organizational Strategic Plan with input of all levels of the organization.
- Developed and monitored a comprehensive plan to combat underage drinking.
- Conducted a multi-agency WMD exercise involving city departments as well as state and private agencies in order to test training, equipment and procedure.

SERVICE INDICATORS

<u>Indicator Description</u>	<u>Actual FY01</u>	<u>Actual FY02</u>	<u>Actual FY03</u>
1. Total Calls for Service	34,072	39,028	44,158
2. Part I Crimes	1,705	1,644	1,664
▪ Murder	0	1	0
▪ Rape	26	15	26
▪ Robbery	12	19	23
▪ Aggravated Assault	16	9	13
▪ Burglary	152	106	169
▪ Larceny	1,406	1,423	1,360
▪ Auto Theft	74	66	65
▪ Arson	19	4	8
3. Part II Crimes	7,190	7,092	6,090
▪ Assault	478	441	474
▪ Criminal Mischief	779	789	663
▪ Sex Offenses	89	97	85
▪ Drug Offenses	273	258	353
▪ Disorderly Conduct	3,043	2,977	2,469
▪ Criminal Trespass	83	90	107
▪ Criminal Threatening	261	276	202
▪ Other Part II Incidents			1,737
4. Non-Criminal Calls	24,090	30,292	36,404
▪ Total Accidents	2,331	2,422	2,484
➤ Fatal	0	1	1
➤ Personal Injury	295	331	285
➤ Pedestrian/Bicycle	42	54	55
▪ False Alarms	1,941	1,935	1,748
▪ Follow-Up Investigations	5,021	5,881	6,883
▪ Directed/Foot/Bicycle Patrols	2,317	4,387	5,120
▪ Traffic Summonses Issued	4,090	5,769	7,031
▪ Traffic Warnings Issued	2,654	5,082	8,142
5. DWI Arrests	170	202	261

RECORDS

The City Clerk insures the preservation of documents, vital records, and historical records; provides City Council agendas, correspondence, minutes and maintains indexed actions of the Council and provides election services for the City of Concord.

Notable

- Web pages complete and contain information about most asked about areas of our services. Staff will update on an ongoing basis continuing to look for ways to improve this municipal service.
- UCC's and voter registration information is easily navigated by the public on a computer in the lobby area of the Clerk's Office.
- Staff continues to work with the Bureau of Vital Records, keeping abreast of Vital Record program enhancements in order to assure proper processing of records and great customer service.
- Reduced printing expenses by placing the City's Annual Report on the City's web page.
- Retained and trained permanent professional office staff; eliminating the need for continued temporary services in order to best use resources within the department.
- Identified UCC filing changes effective July 1, 2001.

Elections

- Staff held and elected officials orientation session for all elected election workers, providing all in attendance with up to date election law/procedural information. A guest speaker from the Secretary of State's Office as well as representatives from the City Democratic and Republican parties attended.
- Staff posted election results on the web for the September 2002 State Primary, the November 2002 General Election and the March 2003 Special Election on election night.
- Staff worked with local and statewide news media to provide up to the minute results for both elections held in 2002.
- Staff appeared on a local CCTV show providing residents with information about the elections held in 2002.
- Staff worked with election officials in Ward Three to relocate the polling location for that ward to better serve the residents of the city and notified all Ward Three residents, by mail, of the polling location change within their ward.
- Staff held voter registration sessions at two local nursing homes, allowing easier voter registration for many residents, as well as faster turnaround for absentee ballot requests.
- Staff participated in a HAVA (Help America Vote Act) Committee at the State level to ensure statewide compliance with upcoming federal law changes regarding the rights of disabled voters.

The City Clerk's Office conducted a State Primary election on September 10, 2002, a State General Election on November 5, 2002 and a special election on March 18, 2003. The City Clerk's Office provided early morning voting for registered voters who were leaving the City prior to 8:00 a.m.

RECREATION DEPARTMENT

The Recreation Department is responsible for providing a diversified program of year round activities for people of all ages and abilities. The Department also schedules all outdoor athletic fields, four community centers and the City Auditorium.

Notable

- Co-coordinated successful Sesquicentennial Celebration for the City of Concord
- Sponsored the first Capital City Extreme Games for youth
- 87% of programs surveyed achieved a satisfaction ranking of 90% or higher. No program received a score of less than 80%.
- Active involvement in many community organizations such as Concord 20/20, Community Provider Network, Groundworks, and Center for Health Promotions.
- Successful funding to expand swimming pool season to begin on weekends in June.



MELANSON HEATH & COMPANY, PC

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INDEPENDENT AUDITORS' REPORT

To the Mayor and City Council
City of Concord, New Hampshire

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, New Hampshire, as of and for the year ended June 30, 2003, which collectively comprise the City's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the City of Concord's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, as of June 30, 2003, and the respective changes in financial position and cash flows, where applicable, thereof and the respective budgetary comparison for the General Fund and applicable Nonmajor Governmental Funds for the year then ended in conformity with accounting principles generally accepted in the United States of America.

As described in Note 24, the City has implemented several new *Governmental Accounting Standards Board Statements* which has resulted in the restatement of beginning fund equity balances of several funds, and has established net assets for governmental and business-type activities.

The management's discussion and analysis, appearing on the following pages, is not a required part of the basic financial statements but is supplementary information required by the *Governmental Accounting Standards Board*. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

Our audit was made for the purpose of forming opinions on the financial statements that collectively comprise the City of Concord, New Hampshire's basic financial statements. The additional information included in the supplementary statement and schedule section is presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

In accordance with *Government Auditing Standards*, we have also issued a report dated January 17, 2004 on our consideration of the City's internal control over financial reporting and our tests of its compliance with laws, regulations, contracts and grants. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with this report in considering the results of our audit.

Melanson Heath & Company, PC

Nashua, New Hampshire
January 17, 2004

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2003

	<u>Expenses</u>	<u>Program Revenues</u>		
		<u>Charges for Services</u>	<u>Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>
Governmental Activities:				
General government	\$ 4,680,897	\$ 2,591,154	\$ 364,502	\$ -
Public safety	13,170,818	1,192,461	81,380	-
General services	8,686,609	-	-	2,569,350
Community development	2,110,794	1,131,158	-	-
Leisure and information services	1,995,092	351,754	-	-
Human services	1,009,970	125,806	-	-
Employee benefits	223,763	-	-	-
Interest	1,165,149	-	-	-
Miscellaneous	1,018,438	-	-	-
Total Governmental Activities	34,061,530	5,392,333	445,882	2,569,350
Business-Type Activities:				
Water	3,658,207	4,449,813	-	-
Sewer	4,540,857	4,475,390	458,121	-
Solid waste	2,904,941	1,550,437	-	-
Golf	761,957	786,452	-	-
Arena	392,809	372,795	-	-
Total Business-Type Activities	12,258,771	11,634,887	458,121	-
Total	\$ 46,320,301	\$ 17,027,220	\$ 904,003	\$ 2,569,350

General Revenues:

Property taxes
 Penalties, interest and other taxes
 Grants and contributions not restricted
 to specific programs
 Investment income
 Miscellaneous
 Transfers, net
 Permanent fund contributions

Total general revenues, transfers,
 and contributions

Change in Net Assets

Net Assets:

Beginning of year

End of year

See notes to financial statements.

Net (Expenses) Revenues and Changes in Net Assets

<u>Governmental Activities</u>	<u>Business- Type Activities</u>	<u>Total</u>
\$ (1,725,241)	\$ -	\$ (1,725,241)
(11,896,977)	-	(11,896,977)
(6,117,259)	-	(6,117,259)
(979,636)	-	(979,636)
(1,643,338)	-	(1,643,338)
(884,164)	-	(884,164)
(223,763)	-	(223,763)
(1,165,149)	-	(1,165,149)
(1,018,438)	-	(1,018,438)
(25,653,965)	-	(25,653,965)
-	791,606	791,606
-	392,654	392,654
-	(1,354,504)	(1,354,504)
-	24,495	24,495
-	(20,014)	(20,014)
-	(165,763)	(165,763)
(25,653,965)	(165,763)	(25,819,728)
27,299,574	-	27,299,574
705,746	-	705,746
4,239,191	215,538	4,454,729
1,151,559	160,880	1,312,439
609,523	90,031	699,554
(603,720)	603,720	-
288,676	-	288,676
33,690,549	1,070,169	34,760,718
8,036,584	904,406	8,940,990
54,669,063	78,380,161	133,049,224
<u>\$ 62,705,647</u>	<u>\$ 79,284,567</u>	<u>\$ 141,990,214</u>

CITY OF CONCORD, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2003

	<u>General</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
ASSETS			
Cash and cash equivalents	\$ 16,522,172	\$ 13,780,109	\$ 30,302,281
Investments	4,646,194	17,980,457	22,626,651
Receivables:			
Property taxes	20,780,785	-	20,780,785
Accounts	-	1,188,517	1,188,517
Departmental and other	264,652	-	264,652
Loans	-	649,265	649,265
Interest	119,217	40,735	159,952
Due from other funds	459,133	-	459,133
Inventory	169,110	-	169,110
Other assets	-	10,738	10,738
TOTAL ASSETS	\$ 42,961,263	\$ 33,649,821	\$ 76,611,084
LIABILITIES AND FUND BALANCES			
Liabilities:			
Warrants payable	\$ 554,833	\$ 1,053,382	\$ 1,608,215
Retainage payable	-	417,173	417,173
Other liabilities	783,123	-	783,123
Deferred revenues	20,248,379	649,265	20,897,644
Payments collected in advance	-	12,634	12,634
Taxes collected in advance	12,732,576	-	12,732,576
Due to other funds	-	459,133	459,133
Due to other governments	5,004	-	5,004
TOTAL LIABILITIES	34,323,915	2,591,587	36,915,502
Fund Balances:			
Reserved for:			
Encumbrances	544,376	64,698	609,074
Inventory	169,110	-	169,110
Perpetual (nonexpendable) permanent funds	-	6,716,642	6,716,642
Tax stabilization	2,500,000	-	2,500,000
Unreserved:			
Designated, reported in:			
General fund	1,063,863	-	1,063,863
Undesignated, reported in:			
General fund	4,359,999	-	4,359,999
Special revenue funds	-	15,601,153	15,601,153
Capital project funds	-	8,360,192	8,360,192
Debt service	-	315,549	315,549
TOTAL FUND BALANCES	8,637,348	31,058,234	39,695,582
TOTAL LIABILITIES AND FUND BALANCES	\$ 42,961,263	\$ 33,649,821	\$ 76,611,084

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED JUNE 30, 2003

	<u>General</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Revenues:			
Property taxes	\$ 27,075,705	\$ 775,318	\$ 27,851,023
Licenses and permits	1,026,830	-	1,026,830
Intergovernmental	3,153,100	2,239,693	5,392,793
Charges for services	2,669,355	1,698,705	4,368,060
Investment income	523,286	628,272	1,151,558
Contributions	5,667	1,326,235	1,331,902
Miscellaneous	842,037	613,913	1,455,950
Total Revenues	<u>35,295,980</u>	<u>7,282,136</u>	<u>42,578,116</u>
Expenditures:			
Current:			
General government	3,387,465	1,341,909	4,729,374
Public safety	13,773,463	-	13,773,463
General services	6,260,496	-	6,260,496
Community development	2,119,951	-	2,119,951
Leisure and information services	1,993,027	-	1,993,027
Human services	1,007,444	-	1,007,444
Employee benefits	223,763	-	223,763
Miscellaneous	795,313	229,337	1,024,650
Debt service			
Principal	2,413,402	420,000	2,833,402
Interest	965,794	234,301	1,200,095
Capital Outlay	24,293	8,275,801	8,300,094
Total Expenditures	<u>32,964,411</u>	<u>10,501,348</u>	<u>43,465,759</u>
Excess (deficiency) of revenues over expenditures	2,331,569	(3,219,212)	(887,643)
Other Financing Sources (Uses):			
Operating transfers in	1,553,364	9,677,800	11,231,164
Operating transfers out	(4,242,900)	(7,591,984)	(11,834,884)
Total Other Financing Sources (Uses)	<u>(2,689,536)</u>	<u>2,085,816</u>	<u>(603,720)</u>
Deficiency of revenues and other sources over expenditures and other uses	(357,967)	(1,133,396)	(1,491,363)
Fund Equity, at Beginning of Year, as restated	<u>8,995,315</u>	<u>32,191,630</u>	<u>41,186,945</u>
Fund Equity, at End of Year	<u>\$ 8,637,348</u>	<u>\$ 31,058,234</u>	<u>\$ 39,695,582</u>

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES AND USES -
BUDGET AND ACTUAL

GENERAL FUND AND ANNUALLY BUDGETED NONMAJOR GOVERNMENTAL FUNDS

FOR THE YEAR ENDED JUNE 30, 2003

	General Fund			
	Budgeted Amounts			Variance with Final Budget
	Original Budget	Final Budget	Actual Amounts	Positive (Negative)
Revenues:				
Taxes	\$ 25,739,000	\$ 25,889,000	\$ 27,049,183	\$ 1,160,183
Licenses and permits	658,760	658,760	1,026,831	368,071
Intergovernmental	2,988,480	3,006,047	3,153,101	147,054
Charges for services	2,854,308	2,854,308	2,669,355	(184,953)
Investment income	966,000	966,000	523,286	(442,714)
Miscellaneous	710,670	716,337	847,704	131,367
Total Revenues	33,917,218	34,090,452	35,269,460	1,179,008
Expenditures:				
General government	3,381,773	3,434,653	3,399,623	35,030
Public safety	13,933,254	13,869,199	13,681,418	187,781
General services	6,118,171	6,141,583	6,064,335	77,248
Community development	2,434,789	2,425,669	2,121,811	303,858
Leisure and information services	2,073,610	2,069,730	2,008,478	61,252
Human services	1,195,990	1,201,257	1,008,771	192,486
Employee benefits	725,890	577,290	225,815	351,475
Debt service	3,494,110	3,494,110	3,403,596	90,514
Miscellaneous	779,226	1,198,556	784,158	414,398
Total Expenditures	34,136,813	34,412,047	32,698,005	1,714,042
Other Financing Sources (Uses):				
Operating transfers in	1,535,520	1,637,520	1,553,364	(84,156)
Operating transfers out	(2,462,925)	(3,927,718)	(4,218,500)	(290,782)
Budgetary use of fund balance	1,147,000	2,611,793	2,611,793	-
Total Other Financing Sources (Uses)	219,595	321,595	(53,343)	(374,938)
Excess of revenues and other financing sources over expenditures and other financing uses	\$ -	\$ -	\$ 2,518,112	\$ 2,518,112

See notes to financial statements.

Annually Budgeted Nonmajor Governmental Funds			
Budgeted Amounts			Variance with
Original Budget	Final Budget	Actual Amounts	Final Budget Positive (Negative)
\$ -	\$ -	\$ -	\$ -
-	-	-	-
1,500	1,500	3,828	2,328
621,444	621,444	658,842	37,398
35,000	35,000	14,243	(20,757)
<u>470,302</u>	<u>470,302</u>	<u>565,517</u>	<u>95,215</u>
1,128,246	1,128,246	1,242,430	114,184
1,301,062	1,301,062	907,751	393,311
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>1,301,062</u>	<u>1,301,062</u>	<u>907,751</u>	<u>393,311</u>
-	-	-	-
(127,600)	(127,600)	(127,600)	-
<u>(21,300)</u>	<u>(21,300)</u>	<u>(21,300)</u>	<u>-</u>
<u>(148,900)</u>	<u>(148,900)</u>	<u>(148,900)</u>	<u>-</u>
\$ <u><u>(321,716)</u></u>	\$ <u><u>(321,716)</u></u>	\$ <u><u>185,779</u></u>	\$ <u><u>507,495</u></u>

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF NET ASSETS

JUNE 30, 2003

	Business-Type Activities Enterprise Funds					Governmental Activities
	Water Fund	Sewer Fund	Solid Waste Fund	Golf Fund	Arena Fund	Internal Service Funds
<u>ASSETS</u>						
Current:						
Cash and short-term investments	\$ 3,756,084	\$ 3,319,273	\$ 750,832	\$ 374,163	\$ 115,066	\$ 103,311
User fees, net of allowance for uncollectibles	371,240	403,731	149,914	-	10,775.00	-
Intergovernmental receivables	-	342,643	-	-	-	-
Inventory	10,993	-	-	-	-	-
Other assets	-	-	-	8,554	-	-
Total current assets	4,138,317	4,065,647	900,746	382,717	125,841	103,311
Noncurrent:						
Intergovernmental	-	894,908	-	-	-	-
Capital assets, net of accumulated depreciation	31,346,804	61,732,711	186,200	1,036,677	839,786	-
Total noncurrent assets	31,346,804	62,627,619	186,200	1,036,677	839,786	-
TOTAL ASSETS	35,485,121	66,693,266	1,086,946	1,419,394	965,627	103,311
<u>LIABILITIES</u>						
Current:						
Accounts payable	61,412	176,172	105,403	50,669	2,338.00	-
Retainage payable	49,282	328,558	-	-	-	-
Accrued liabilities	163,141	162,958	-	-	-	-
Deferred revenue	-	-	2,208	154,714	6,000	-
Other current liabilities	27,630	36,200	-	3,840	3,376	-
Notes payable	-	4,218,096	-	-	-	-
Current portion of long-term liabilities:						
Bonds payable	1,119,786	1,061,084	-	30,000	29,000	-
Compensated absences	63,092	53,264	3,058	16,884	8,255	-
Total current liabilities	1,484,343	6,036,332	110,669	256,107	48,969	-
Noncurrent:						
Bonds payable, net of current portion	10,671,935	7,089,432	-	325,000	343,000	-
Total noncurrent liabilities	10,671,935	7,089,432	-	325,000	343,000	-
TOTAL LIABILITIES	12,156,278	13,125,764	110,669	581,107	391,969	-
<u>NET ASSETS</u>						
Invested in capital assets, net of related debt	21,010,659	50,171,068	186,200	681,677	467,786	-
Reserved for debt service	-	1,237,551	-	-	-	-
Unrestricted	2,318,184	2,158,883	790,077	156,610	105,872	103,311
TOTAL NET ASSETS	\$ 23,328,843	\$ 53,567,502	\$ 976,277	\$ 838,287	\$ 573,658	\$ 103,311

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

FOR THE YEAR ENDED JUNE 30, 2003

	Business-Type Activities Enterprise Funds					Governmental Activities Internal Service Fund
	Water Fund	Sewer Fund	Solid Waste Fund	Golf Fund	Arena Fund	
Operating Revenues:						
Charges for services	\$ 4,449,813	\$ 4,475,390	\$ 1,550,437	\$ 786,452	\$ 372,795	\$ -
Other	4,208	75,795	-	7,892	2,136	-
Total Operating Revenues	4,454,021	4,551,185	1,550,437	794,344	374,931	-
Operating Expenses:						
Operating expenses	2,183,829	2,723,599	2,904,941	660,185	315,707	-
Depreciation	881,666	1,346,367	-	85,654	60,753	-
Other	30,891	25,425	-	-	-	-
Total Operating Expenses	3,096,386	4,095,391	2,904,941	745,839	376,460	-
Operating Income (Loss)	1,357,635	455,794	(1,354,504)	48,505	(1,529)	-
Nonoperating Revenues (Expenses):						
Intergovernmental revenue	-	458,121	-	-	-	-
Investment income	83,885	70,250	-	5,249	1,496	-
Interest expense	(561,821)	(445,466)	-	(16,118)	(16,349)	-
Other non-operating income	182,160	33,378	-	-	-	-
Total Nonoperating Revenues (Expenses), Net	(295,776)	116,283	-	(10,869)	(14,853)	-
Income (Loss) Before Transfers	1,061,859	572,077	(1,354,504)	37,636	(16,382)	-
Transfers:						
Operating transfers in	-	-	1,419,520	-	34,400	-
Operating transfers out	(352,000)	(405,600)	-	(62,800)	(29,800)	-
Change in Net Assets	709,859	166,477	65,016	(25,164)	(11,782)	-
Net Assets at Beginning of Year, as restated	22,618,984	53,401,025	911,261	863,451	585,440	103,311
Net Assets at End of Year	\$ 23,328,843	\$ 53,567,502	\$ 976,277	\$ 838,287	\$ 573,658	\$ 103,311

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2003

	Business-Type Activities Enterprise Funds					Governmental Activities Internal Service Fund
	Water Fund	Sewer Fund	Solid Waste Fund	Golf Fund	Arena Fund	
<u>Cash Flows From Operating Activities:</u>						
Receipts from customers and users	\$ 4,494,184	\$ 4,537,868	\$ 1,539,105	\$ 787,315	\$ 372,155	\$ -
Payments to vendors and employees	(2,267,678)	(2,289,747)	(2,868,642)	(645,207)	(315,488)	-
Net Cash Provided By (Used For) Operating Activities	2,226,506	2,248,121	(1,329,537)	142,108	56,667	-
<u>Cash Flows From Noncapital Financing Activities:</u>						
Operating transfers in	-	-	1,419,520	-	34,400	-
Operating transfers out	(352,000)	(405,600)	-	(62,800)	(29,800)	-
Other non operating income	182,160	491,499	-	-	-	-
Net Cash (Used For) Noncapital Financing Activities	(169,840)	85,899	1,419,520	(62,800)	4,600	-
<u>Cash Flows From Capital and Related Financing Activities:</u>						
Proceeds from issuance of bonds and notes	-	1,871,574	-	-	-	-
Acquisition and construction of capital assets	(997,508)	(2,547,683)	-	(66,650)	-	-
Principal payments on bonds and notes	(1,354,403)	(1,470,742)	-	(30,000)	(29,000)	-
Interest expense	(561,821)	(445,466)	-	(16,118)	(16,349)	-
Net Cash (Used For) Capital and Related Financing Activities	(2,913,732)	(2,592,317)	-	(112,768)	(45,349)	-
<u>Cash Flows From Investing Activities:</u>						
Investment income	83,885	70,250	-	5,249	1,496	-
Net Cash (Used For) Investing Activities	83,885	70,250	-	5,249	1,496	-
Net Change in Cash and Short-Term Investments	(773,181)	(188,047)	89,983	(28,211)	17,414	-
Cash and Short Term Investments, Beginning of Year	4,529,265	3,507,320	660,849	402,374	97,652	103,311
Cash and Short Term Investments, End of Year	\$ 3,756,084	\$ 3,319,273	\$ 750,832	\$ 374,163	\$ 115,066	\$ 103,311
<u>Reconciliation of Operating Income to Net Cash Provided by (Used For) Operating Activities:</u>						
Operating income (loss)	\$ 1,357,635	\$ 455,795	\$ (1,354,504)	\$ 48,505	\$ (1,529)	\$ -
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:						
Depreciation	881,666	1,346,367	-	85,654	60,753	-
Changes in assets and liabilities:						
User fees	40,162	(13,317)	(13,540)	-	(8,775)	-
Inventory	10,449	-	-	-	-	-
Other assets	750	2,030,728	-	(349)	-	-
Warrants and accounts payable	(8,851)	(1,728,613)	33,398	17,263	121	-
Compensated absences	4,147	5,596	2,901	798	357	-
Other liabilities	(59,452)	151,565	2,208	(9,763)	5,740	-
Net Cash Provided By (Used For) Operating Activities	\$ 2,226,506	\$ 2,248,121	\$ (1,329,537)	\$ 142,108	\$ 56,667	\$ -

See notes to financial statements.

ORDINANCES

Ordinances passed in FY2003:

Added Parking Prohibited on Redington Road, South Side, from South Fruit Street to its terminus.

Deleted Stop Intersection at South Curtisville Road and Portsmouth Street. Added Stop Intersection at Portsmouth Street and South Curtisville Road, Both and at South Curtisville Road and Portsmouth Street, Both.

Deleted Stop Intersection at Merrimack Street and Warren Street, Both. Added Stop Intersection at Merrimack Street and Warren Street, Both and at Warren Street and Merrimack Street, Both.

Amended the Code of Ordinances, Title II, Traffic; Chapter 17, Vehicles and Traffic; Article 17-1, Definitions; Section 17-1-1, Vehicles, by adding subsection of Law Enforcement Vehicles. Amended the Code of Ordinances, Title II, Traffic; Chapter 18, Parking; Article 18-1, Stopping, Standing, and Parking by creation a new section Parking-Law Enforcement Vehicles. Amended the Code of Ordinances, Title II, Traffic; Chapter 18, Parking; Article 18-1, Stopping, Standing, and Parking, by adding to Schedule XXI, Parking Restricted to Law Enforcement Vehicles at Pleasant Street, south side from 99' west of South Street to 260' west of South Street and from Pleasant Street, south side from 30' east of South Spring Street to 78' east of South Spring Street.

Deleted Prohibited Parking on South Spring Street, east, from Pleasant Street to 370' southerly. Added Prohibited Parking on South Spring Street, east, from 150' south of Pleasant Street to 370' south of Pleasant Street. Deleted Parking Time is Limited in Designated Places Two Hours (between the hours of 7:00 a.m. and 6:00 p.m., Monday through Friday) on Pleasant Street, south, 160' east of Elm Street to South Spring Street. Added Parking Time is Limited in Designated Places Two Hours between the hours of 7:00 a.m. and 6:00 p.m., Monday through Friday) on Pleasant Street, south, 160' east of Chesley Street to 99' west of South Street and on South Spring Street, east, 30' south of Pleasant Street to 150' south of Pleasant Street. Deleted Public Parking Spaces reserved for Physically Handicapped on 55 Pleasant Street. Added Public Parking Spaces reserved for Physically Handicapped on South Spring Street, east side, space nearest Pleasant Street.

Added One-Way on Greenwich Street from Marion Street to westerly terminus of Greenwich Street, east.

Amended Chapter 18, Parking; Article 18-3, Parking Meters; Section 18-3-8, Use of Parking Meters, adding new subsection Parking Card.

Amended the Notice of Towing or Immobilization Ordinance.

Added a Stop Intersection at Wyman Street and Liberty Street, west.

Added a Stop Intersection at Court Street and North Main Street, east.

Added Stop Intersections on Bainbridge Drive and Groton Drive, east; Bainbridge Drive and Styles Drive, both; Groton Drive and Bainbridge Drive, North; Groton Drive and Styles Drive, west; Styles Drive and Bainbridge Drive, north; Styles Drive and Cemetery Street, south.

Deleted Stop Intersection at Delta Drive and Commercial Street, west.

Amended Code of Ordinances, Title I, General Code; Chapter 6, Recreation and Parks; Article 6-1, Rules and Regulations for Parks; Tobacco Products.

Amended the Personnel Class Specification Index – Circulation Supervisor.

Created a City Parking Committee.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking; Article 18-1, Stopping, Standing, and Parking; Section 18-1-5, All-Night Parking Prohibited by Allowing Parking at the Sears Block Parking Lot between the hours of 5:00 p.m. and 9:00 a.m.

Amended the interment fees.

Amended the penalties established ordinance.

Amended the building permit fee schedule.

Amended the electrical permit fee schedule.

Amended the fire prevention permits, inspection, and plan review fee schedule.

Amended licensing fees for amusement devices and amusement centers.

Amended licensing fees for convalescent homes.

Amended licensing fees for dealers in junk, salvage materials, and recycled materials.

Amended the food service license fees.

Amended licensing fees for peddlers.

Amended the licensing fees for rooming houses, dormitory rooms, and rooming units.

Amended licenses for sexually oriented businesses.

Amended licenses for tattoo parlors and artists.

Amended licensing fees for taxicabs and taxicab operators.

Amended the mechanical permit fee schedule.

Amended the plumbing permit fee schedule.

Amended licensing fees for theatres, shows, exhibitions, and dances.

Amended the zoning application and hearing fees.

Amended the zoning map and the zoning ordinance.

Amended the zoning ordinance by creating a section entitled, "Manufacturing Uses in the Office Park (OFP) District."

Amended the zoning map of the zoning ordinance.

Amended Fire Department alarm charges

Amended the police false alarm charges.

Amended the permit fees for excavation work in or open a highway.

Amended licensing fees for billiard parlors.

Amended sign fees.

Amended the Code of Ordinances, Title III, Building Regulations; Chapter 26, Building Regulations; Article 26-2, Certificates; Section 26-2-8, Penalty.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Glossary.

Government

June 1849	Concord Charter adopted by State
March 1853	City Charter Adopted (Partisan Elections)
April 1911	Non Partisan Elections
January 1950	Council-Manager form of government Council-Manager 4071 Votes Mayor-Aldermen 1335 Votes
January 1958	Mayor-Aldermen form of government Council-Manager 2974 Votes Mayor-Aldermen 2979 Votes
January 1968 -Present	Council-Manager form of government Council-Manager 3449 Votes Mayor-Aldermen 2737 Votes

COMMUNITY CALENDAR

JANUARY - Christmas trees may be disposed of at White Farm on Clinton St. through Jan. 31

FEBRUARY - Little League Signups · Special February Vacation Week Recreation Activities · Tax abatement application due by Mar 1 · White Park Winter Carnival

MARCH - Tax payment due · Remove artificial flowers from cemeteries by April 1

APRIL - Youth football signup · Dog license renewals · National Library Week and book sale · Beaver Meadow Golf Course opens · Spring vacation week library programs · April Vacation Week Recreation Programs

MAY - Fall Youth soccer signup begins · Kiwanis Trade Fair at Everett Arena · Summer Recreation brochures available · Pool passes issued at White Park office · Annual Memorial Day Parade · July and October Tax bills mailed · The Friends Program launches its Annual Friends finding Friends Program on May 2

JUNE - Budget hearings · Tax payment due July 1 · Tuesday and Thursday evening summer music series begin · Pool Passes issued to residents at pool locations · Library Summer Reading Club · Household Hazardous Collection Day · Annual Police/Fire Parade · Quarry Dog Games begin

JULY - July 4th fireworks display at Memorial Field · Downtown Market Days · Recreation programs-theater, golf, tennis, soccer, horseback riding camps, swim lessons, etc. · Race Fever Parade · Summer Ice Skating Everett Arena · Race Fever

AUGUST - Summer Music Series Ends · Youth hockey signup · Capital Criterium Bike Race · Summer Reading Club party · Deadline to sign up for fall soccer · National Night Out

SEPTEMBER - Tax payment due October 1 · Family story time begins at the Library

OCTOBER - Youth basketball signup · Leaf pick up begins · Halloween observed on the 30th in Penacook and the 31st in Concord · Halloween Howl

NOVEMBER - Municipal elections · Tax Abatement applications available · General Election · Holiday Parade · Christmas Tree Lighting Ceremony · Golf course closes · Artificial flowers may be placed in cemeteries · Tax Rate Set · January and March tax bills mailed

DECEMBER - Midnight Merriment · Tax payment Due · Winter Vacation Week Recreation Programs · Annual Ski & Skate Sale

New Hampshire State Library



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